

CAMBRIDGE UNIVERSITY CAREERS SERVICE, STUART HOUSE, 6 MILL
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Careers Service Annual Report

2016 - 2017

CAREERS SERVICE ANNUAL REPORT

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Annual Report 2016 - 2017

The Careers Service Syndicate begs leave to present to the Council their 114th Annual Report for 2016 – 17.

Foreword

The 'year in figures' on page 3, summarises another busy year for the Careers Service team: most activity measures have increased whilst we've still maintained high, very satisfactory levels of positive feedback from our users and achieved all this without making any further demands on Chest (University) funding beyond the 1% allowed across the board.

This last year, in addition to offering and providing more, the Service has also had to manage other major issues affecting the work we do. These included the planned retirement of two senior members of our team, the partial loss of for one academic year of the Director as Senior Proctor for the University, detailed planning for our move to the new Student Service Centre, the consequences of the Brexit decision, the introduction of the Teaching Excellence Framework and mounting interest being shown across the Collegiate university in our students' successes after Cambridge.

The preparation of this Annual Report coincides with a review of the Careers Service, undertaken for the University Council by a panel of external and internal members chaired by Professor Martin Millett – the first Council review of the Careers Service in living memory. Much of this report is based on information recently submitted to the review panel. This major review also coincides with two other external reviews of the work we do: by the University's internal auditors, Deloitte, and for the national Matrix Quality Standard. These assessments are all running through February – May 2017. Few stones have been left unturned; virtually all the Careers Service activities and outputs have been assessed, judged and appraised by external, independent assessors.

As in previous years, I am indebted to my team and the Careers Service Syndicate, who oversee our work, for ensuring this Careers Service remains one of the busiest and most successful in the U.K. – a view I am confident these external assessments will endorse.

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OUR YEAR IN NUMBERS

The full year will either be the calendar year, academic year or financial year, depending on the data shown, but comparing like with like for each element

| | 2015-16 | 2014-15 |
|------------------------------|------------|------------|
| Student 1:1 appointments | 5,647 | 5,324 |
| PostDoc guidance appointment | 940 | 819 |
| Graduate-level vacancies | 7,129 | 6,853 |
| CamCareers emails | 979,831 | 855,905 |
| CamCareers users | 11,724 | 11,094 |
| Web registrations | 39,851 | 38,583 |
| Employers new to Cambridge | 354 | 328 |
| Employer presentations | 136 | 150 |
| Careers sessions | 159 | 124 |
| GradLinks | 1,590 | 1,531 |
| Salary costs to the 'Chest' | £1,226,567 | £1,193,937 |
| Major Careers Events | 14 | 13 |
| Student attendance | 6,607 | 6,579 |
| Organisations at our Events | 697 | 650 |

The figures above show more activity across all major measures: more students are using us to attend more events, consulting more with Careers Advisers, to meet more employers and view more vacancies on our website. The consequences of Brexit have not caused our graduate-level opportunities to diminish **yet**. Our strategy to engage more with first year students has seen us achieve engagement levels in excess of 65% on some courses. Our PostDoc team, with minimal additional funding, are now engaged with almost 3,000 PostDocs and have managed a 15% increase on one-to-one appointments offered (see page 7). This year we introduced our 'Core Curriculum' sessions, partly in preparation for the Teaching Excellence Framework, but founded on feedback from students and employers on skills and knowledge required to secure a job offer: 711 students attended these sessions. Six newly-designed careers sessions were delivered to our Arts and Humanities PhDs, with 194 attending. Recognizing new employment sectors, we hosted a new Event on 'Data Science', attended by 482 students and researchers. For our international students, we added another new event in Singapore, run in collaboration with the Singaporean Alumni Society, to our suite of overseas events.

Our Service is underpinned by comprehensive use of our IT systems, much of it designed in-house. The security and management of our IT infrastructure, working in collaboration with the Clinical School, has been enhanced and we have introduced a number of new automated processes, including a new appointment attendance system.

Six illustrations of the work we do: adapting to change and ensuring success.

The Careers Service cannot operate in isolation, nor can we afford to ignore factors way beyond our control: Brexit, for example. Our team and Syndicate must adopt a nimble and active approach to serve the best interests of our students and researchers in a changing world. The following six examples, detailed below, of recent changes, developments and new initiatives in what we do illustrate our successful approach.

1. Providing an all-inclusive service
2. Working effectively with Colleges and Departments
3. Serving the needs of the University's PostDoctoral research staff
4. Employability skills training
5. Appraising our performance
6. Planning for the move to our new building

1 PROVIDING AN ALL-INCLUSIVE SERVICE.

The Service can succeed only if our advice and information cover all the varied career interests of our students and researchers, and if all those likely to be disadvantaged in the employment market, for whatever reason, are given tailored, personalised support. Examples might include students hoping to become professional singers, or the international student aspiring to become a patent attorney in Rio de Janeiro, the student with serious health issues and the student who lacks the 'social capital', the confidence and family connections to secure an internship.

To achieve our current final year student engagement rate of 94%, one of the highest in the UK, we undertake the following:-

- Firstly we need to identify and locate those who simply aren't using us, and to do this we rely heavily on our IT systems. This registers every engagement a student or researcher has with the Service, from the point they first register on our website or attend one of our events, use our vacancy listings, sign-up to receive our 'CamCareer' emails, attend a briefing session, practice interview or attend a careers consultation with one of our Careers Advisers. By knowing all the students who use us, we can compare this data against the full student register (supplied by CamSiS) and easily spot those who are not using us. This allows us to approach these people in a timely and targeted way.
- This use of our data allows us to drill down and assess engagement levels on very fine measures – for example, how many final-year

students from a specific course, or a particular College, or the gender split of students looking at a specific sector who have signed-up to receive CamCareers information, have attended our Events or are searching our vacancies.

- Another crucial function is to see whether students who may be at some disadvantage suffer later in securing graduate-level employment or further study. The Careers Service now holds records on all students by their age, their gender, their ethnicity and whether or not they have any disability. With this data, we analyse the annual destination of leavers survey results to see whether any groups are disadvantaged and whether our tailored support achieved the desired results. This tailored support includes an email CamCareers group for students with a disability, allowing us to promote specialist schemes and employer events, and promoting assorted events and opportunities for ethnic groups, or gender specific events. Other 'special measures' for students with any type of disability have included providing a 'quiet space' at our Careers Events for students who cannot cope with noise nor crowds, using ground floor offices for students with mobility problems, providing information in alternative ways (for example by Podcast) and ensuring they meet one of our two specialist Careers Advisers for supporting students with disabilities. 66% of all Postgraduates with a registered disability are using the Service and 75% of all undergraduates with a registered disability, this is a greater proportion than the whole population: 60% and 71% respectively.

The Careers Service always places our students' and researchers' interests uppermost and well before any employer needs or revenue-generating opportunity. Equality of career-enhancing support for all Cambridge students is difficult to achieve because of the wide variety in support provided by different Colleges. Students at wealthier colleges can apply for, and receive, generous bursaries, awards, scholarships and grants to help them undertake activities that often enhance their employability. Poorer Colleges are unable to offer generous awards. We hope that the Careers Service review will make it easier for us in the future to address the problem of inconsistencies of careers-related support offered by Colleges.

2 WORKING WITH COLLEGES AND DEPARTMENTS

The 31 Cambridge Colleges are autonomous units, each with their own ways and means of supporting their students. Many Colleges have now introduced some form of careers support, solely for their own students. Examples of this support include: mentorships schemes, internships, personal skills training, guest speaker events, three-day residential workshops, office visits, 'favoured' employers, generous funding schemes for internships and travel, shadowing schemes, awards and prizes, careers dinners, appointments of Careers Tutors and the creation of College careers committees. To quote one Senior Tutor, we now have an 'arms race' between the Colleges on what they offer their students on careers.

The Careers Service must work with Colleges to avoid the risks of confusion, duplication and restricting career choices amongst our students. Our role is to ensure students enjoy TWO non-conflicting sources of support: their College and the Careers Service.

Our partnership with Colleges has included the following, all bringing careers-related benefits to students and researchers:-

- promoting events arranged and hosted by a College to students from all other Colleges, to help ensure a decent-sized audience to hear the visiting speaker, but, more importantly allow all other students to tap into the event. We've done this recently for events arranged by Newnham College, Pembroke College, St Edmund's College, Clare Hall
- Members of the Careers Service team have attended meetings with tutorial staff and development office staff to discuss and agree ways of collaborative working and sharing best practice. Examples include Gonville and Caius, Homerton and Trinity Colleges.
- The Director had worked closely with St Catharine's College to help them fine-tune their student-run Careers Society, and offered advice on creating a College-based alumni-contact system for current Catz students (identical to the Careers Service GradLink system) and has attended their College-based careers events.
- Depending on other diary commitments, members of the Careers Service team have delivered brief introductory talks to newly arrived students or graduate students in their College on making the most of the Careers Service.
- We're receiving more requests to give College-based admissions talks to visiting groups of school pupils on 'Life after Cambridge'. If time allows, we're happy to do this – especially if the event has an emphasis on widening participation.
- Occasionally a Senior Tutor will contact us with concerns over one specific student who might be degrading, intermitting or facing some other exceptional crisis. In all cases, only about two a year, we assist immediately.

A third source of careers support offered to some students, but not all students is through any careers-related skills training offered by their academic department. Again, like our work with Colleges, we are happy and able to support department-based careers activities.

Examples of our work with academic departments includes:-

- assisting the placement teams in the Faculty of Engineering and the Modern Languages Year Abroad office, comparing and sharing contacts of employers and specific opportunities relevant for their students.
- participating in Departmental Doctoral Training Centres: identifying relevant work placements and career-development training opportunities for the DTC's PhD students.
- Organising or contributing to careers events hosted in, or run by, academic departments – examples include events for our Land Economists, Earth Scientists, Mathematicians, Computer Scientists, Lawyers, Barristers, Economists and Engineers.

Our good relationship with Colleges is helped greatly by having twelve College appointed members on the Careers Service Syndicate – each year four new members join for a three-year period. This relationship helps members of the Careers Service team meet those involved in careers delivery within Colleges, understand the inner workings of a College. Furthermore, senior members of the Careers Service team have been allocated 2 – 4 Colleges and 1 or 2 academic departments each. The strength of this College and Departmental relationship varies, although it is not uncommon to contribute to Faculty Board meetings or to be invited to join the Faculty membership. As a result of College representatives on our Syndicate, we have seen our senior staff being given dining rights, invited to key meetings, tutors' lunches and formal dinners, and one offered a full College Fellowship.

In addition to working with Colleges and Departments, we also contribute our time to support student-facing departments: for example, attending the Admissions Team's day-long events around the UK, hosting or attending staff meetings with the Disability Resource Centre and Counselling Service.

3 OUR WORK WITH POSTDOCTORAL RESEARCH STAFF

Our service to support PostDocs, although embedded within the Careers Service, is managed and funded separately through the Researcher Development Committee and Researcher Development Executive Committee (RDX). There are currently 2,895 postdocs registered with the Careers Service. 940 received an individual careers appointments (a 15 % increase on the previous year), and over 2,000 attended any of the 41 workshops and events we ran specifically for PostDocs. As with all users, we gather feedback from Postdocs on their careers appointments and 74% rated their appointment as '*very useful*', with 75% more confident than before the appointment about taking the next steps in their career. Our workshops and events are consistently rated as excellent or good, with postdocs telling us

they really value the opportunity to hear from people who were once in their position.

Additional funding allowed us to deal with high postdoc demand and to develop new workshops and events including one on *'Finding work in the Cambridge area'*, and *'Writing a Research Proposal'* both of which were over-subscribed. In addition, we delivered our annual programme of workshops, and large events. *'Making it in Academia'* involved 13 external speakers and attended by c200 researchers. *'Beyond Research'* tackled the depth and variety of non-research careers that are often hidden to postdocs. Eleven former Cambridge postdocs, working across areas in communication, business, data analytics, publishing, patents and research management showed how they successfully applied their skills outside research. 72% of the participants described the event as 'excellent'. The careers website section for Arts, Humanities and Social Sciences (AHSS) Postdocs, unique in the sector, has been rewritten and is receiving excellent feedback. The additional funding also enabled us to conduct a thorough survey of postdocs registered with us who had left the University in the last year. This work resulted in us collecting around 500 new destinations, which will enhance our knowledge of postdoc career paths and also give us a good pool of potential speakers at future events.

To meet the needs of our international researchers we extended our coverage of careers outside the UK. In May 2016, we hosted acclaimed author and US academic job market expert Karen Kelsey ('Professor Is In' <http://theprofessorisin.com/>) who frankly and brilliantly addressed the unwritten rules of securing a US faculty job. Karen's colleague Kellee Weinhold gave top tips on the 'dos and don'ts' in US academic interviews, all of which is now available as a video resource on our website. We have also used the video conferencing software Adobe Connect to provide international careers education including live and recorded talks from former postdocs who have secured industry jobs in North America and mainland Europe.

Our working relationship with colleagues across the University supporting postdocs has strengthened in the last year. We have collaborated with OPdA on a pilot postdoc internship project, running training sessions for individuals applying for the EPSRC-funded scheme and worked closely with RDP colleagues. Termly meetings between OPdA, RDP, and Careers have enabled the PostDoc team at the Careers Service to clarify our overall strategy for postdocs, exchange postdoc feedback and good practice. We have benefited from the new facilities at the new OPdA postdoc centre at the Biomedical Campus, to which we have regular access to hold careers appointments and workshop sessions, as well as access to an office in the Cavendish once a week.

The Postdoc team of careers advisers and careers assistants enjoy many benefits of being based at Stuart House, and have integrated well with the wider Careers Service team: sharing employer contacts and vacancies, tapping into larger Careers Events, using the library space, support of the information team and making full use of the Service's IT systems and website.

Since our work with PostDocs is now an important part of our Service, any attempts to brand us with the 'student services' badge risks being misleading. Even calling the new building the 'Student Services Centre' is likely to hinder the essential work we do with researchers. From the Governance viewpoint, the strategy, funding, staffing and activities of our PostDoc strand is overseen by the Researcher Development Committee, and above that - the Researcher Development Executive. This links us closely with the Schools, PPD, OpDA and all senior opinion-formers in the 'researcher development' community. In addition to these formal reporting lines, the Director and all senior staff at the Careers Service involved in our PDoc work, have various and effective informal links with all other bodies and key individuals involved in Researcher Development across the University. To help ensure consistency in how we serve our three main client groups (undergraduates, postgraduates and research staff) the Secretary of the Researcher Development Committee (that oversee our work with research staff) has joined the Careers Service Syndicate's Executive Committee (who oversee our work with undergraduates and postgraduate students).

4 EMPLOYABILITY SKILLS TRAINING

The TEF requires students to be taught '*transferable work-readiness skills that businesses need*', for example, *collaborative teamwork* and a *positive work ethic*. Currently, the training provided by the Careers Service has a strong focus on the skills required to *secure* employment (or further research). Our training does not cover the skills required once in employment (for example, leadership, team-working, communication, time management). Our training is delivered in two ways. Invited representatives from employers deliver (usually) one-hour training sessions on topics such as '*Cracking Case Study Interviews*', '*Application tips for lawyers*' and '*Marketing yourself with LinkedIn*'. Last Michaelmas and Lent terms we hosted 51 Employer-led skills sessions, attended by 1863 students and 41 Career Briefing sessions attended by 1904 students. For the second strand of training we offer newly-introduced 'Curriculum' skills sessions, delivered by one of our team to groups of c24 students and a total of 1,350 attended. Regularly repeated, the four topics covered are:- '*Choosing a Career*', '*Successful application forms*', '*Cover letters and personal statements*' and '*Get ready for interview*'. Another important 'transferable skills' role performed by our guidance-led approach is encouraging students to recognize and then promote skills they never realized they had. Positions of responsibility on student committees, active participation in competitive sports or performing on a stage, all lend a student additional skills of interest to an employer later. Many students fail to realize this. Similarly, in all our briefings to newly arrived students we stress that extra-curricular achievements are highly-valued by the majority of employers. Our *CV and Cover Letters* book, also encourages students to identify and promote all their transferable skills.

To date, the University has not offered undergraduate students any additional university-wide transferable skills training. A few Colleges and Departments have offered some training of this kind.

To introduce these 'work-ready' skills into all undergraduate tripos courses would be for the Education Committee and higher authorities to decide. The Careers Service currently run a series of one-hour sessions (c80+) throughout the year on employability-related skills, but only for those students choosing to opt-in voluntarily. The Service does not have the capacity to run mandatory courses for all undergraduate students. The University needs to decide whether to take on this new responsibility and, if so, what organisation (eg Faculties, Departments, PPD, Colleges or the Careers Service) should take it on and how it should be funded.

5 APPRAISING OUR PERFORMANCE and BENCH-MARKING

Like every other UK University, one of Cambridge's KPIs is the Destination of Leavers from Higher Education (DLHE) survey, where Cambridge consistently performs well in the proportion of students entering graduate-level employment. The Careers Service clearly has a major part to play in this. Tables in the back of this report show destinations for last year's cohorts: First degree graduates, MPhils and PhDs who completed their studies in 2016. To see this and the complete sets of destination data, for each subject, for first and higher degrees, for the last ten years, visit <http://www.careers.cam.ac.uk/dlhe/summary/index.asp>

Performance indicators for the Careers Service include the number of students using the Service, whether measured by web registrations, attending our careers events, signing-up for online resources (CamCareers emails, Vacancies and Opportunities, GradLink etc), and booking appointments etc. Every quarter we produce comprehensive data on levels of student use for all our key components. The 'year in numbers' summary at the beginning of this report shows this quantitative data, compared to last year. Another KPI is our financial performance and whether we manage to break-even. For the last fifteen years we've achieved a small operating surplus (1% – 3% on our total turnover) every year. This has allowed us to transfer £400,000 from our reserves to the University Chest over a three-year period.

A number of international and UK-based surveys, league tables and benchmarking exercises allow us to compare our Service with those at leading Universities in the UK and abroad. One recent International survey is the *QS World Ranking of Universities* where Cambridge came TOP in Western Europe (and fifth in the world) on its 'Graduate Employability Rankings' for the second year running. Cambridge achieved top marks for 'Employer reputation' and 77.7 for 'Employer student connections'. Clearly the Careers Service contributed significantly to this achievement – dealing with over 4,500 separate organisations a year hoping to hire our students and researchers. The recently conducted iGraduate survey revealed high levels of student satisfaction with our Careers Service –95% were 'very satisfied' or 'satisfied', ranking us comfortably above iGraduate's average score across all universities of 88%.

Making comparisons with other Careers Services in the UK is far easier and we are subjected to regular benchmarking and comparative surveys. We do consistently well, whatever measure is used.

The *Times High Fliers* survey, conducted at 30 of the UK's leading universities, interviewed a total of 675 final-year students from the University of Cambridge. The results of this independent survey are reassuring:-

- a total of 96% (96% last year) of this year's finalists had used the careers service during their job search (this includes personal visits, users of the website, those who received careers service emails plus those who took part in careers sessions as part of their degree courses and students who followed the careers service on social media)
- 78% (76%) of finalists used the Careers Service website, the second-highest usage at the thirty universities in the survey (the survey average was 65%)
- 88% (87%) of finalists remembered receiving regular emails from the Careers Service, the second-highest figure at the universities included in the survey (the survey average was 79%)
- 68% (69%) of finalists visited Stuart House in person, with students making an average of 3 visits each.
- in all, 34% of Careers Service users rated the Cambridge Careers Service as 'excellent', 50% as 'good', 13% as 'average' and just 3% as 'poor'; the combined 'excellent' & 'good' score for Cambridge was therefore 84%, which is the highest 'satisfaction score' for any university in the survey (the survey average was 75%)

Other benchmarking evidence includes:-

- The Times Higher Education magazine had a feature in the 17 – 23 Nov 2016 edition on graduate employability. Cambridge students were ranked TOP in the UK for employability with a score of 836 – the second highest UK university scored 773 for employability.
- All Directors of the Russell Group Careers Services undertake an annual highly-detailed bench-marking exercise on staff, income and expenditure, student use, numbers etc. The average spend per student here at Cambridge is £76.91 per year, of which c£40 is from Chest (University) funds. This compares well with other Russell Group 'per student' costs, some of which were as high as £132 and £116 per student.

In summary, we have a plethora of comparative bench-marking data with UK universities' Careers Services that show we do consistently well in student satisfaction, student engagement, value for money and graduate employment outcomes.

6 PLANNING OUR MOVE INTO OUR NEW BUILDING

Preparations for the planned move to the new Student Services Centre (SSC) in the Autumn of 2018, or perhaps, Spring of 2019, are progressing well. We started planning for this move by implementing changes to our working practices over two years ago. Examples of this preparation include:-

- Reducing our stock of library reference and take away material and reshaping our library team to focus more on offering careers information to visiting students. The Library has relinquished their use of the lower floor in Stuart House which means current student visitors, especially disabled students, can access our materials more easily. It has also allowed us to create an additional presentation/seminar space.
- Simplifying our student booking and appointments system, to allow for easier, systematic use of pre-booked interview rooms in the new building. Implementing a screen based booked appointment attendance system which allows anyone, anywhere in Stuart House (and thereby in the new building) to know when a student or postdoc has arrived for their appointment.
- Visiting other Careers Services to explore best practice with open-plan offices, shared receptions, small library spaces etc.

The move to the new building provides us, and our users, with a number of benefits:-

- We could open for longer hours, allowing students on science and engineering courses (for example) who have a heavy lecture load, to visit us in the early evening.
- There is the possibility of generating a modest revenue by hiring out interview rooms to employers and larger spaces for employer events. The main benefit, however, by offering interview rooms in Cambridge is that fewer students will be called to time-consuming interviews in London, especially during term-time. Employers should find better value for money in the SSC than through hiring rooms in hotels. This is being explored with the SSC project team.
- It is highly likely staff from all units will meet informally 'over coffee', share thoughts and concerns and explore collaborative ideas to benefit our students. This should lead to more student referrals between departments.
- Some duplicated roles in some/all units could probably be shared centrally, such as finance and human resources. This is currently being considered by the SSC project team.
- The new building, with its bespoke design and layout allows us to make efficient use of space.
- And it is hoped the building will attract students visiting for some other reason also use the Careers Service.

We are concerned that the current working name for the new building 'Student Services Centre' will have a detrimental effect on our work with junior research staff: they are not students. We also have concerns that the use of

shared consultation rooms with other units in the building may limit the number of one-on-one careers consultations we undertake – this is core to our personalized service and our students and researchers and we've seen student and especially researchers' demand for appointments increase year on year.

STAFF

Dr Peter Harding retired from the Service in September 2016 after 16 years' service supporting the Engineering Department, their students and employers in the engineering and allied sectors. Peter is missed, especially his wise counsel, founded on his extensive expertise in employment and careers work that contributed to many new developments across the Service. Dr Joy Warde joined the Careers Service postdoc team for 3 months and the knowledge we gained from her close work with PdOC and the Postdocs' departmental chairs' network, in particular, was invaluable. Dr Joy Warde has now taken on the vacancy created by Dr Harding's retirement. We were also sorry to see Dr. Steve Joy, careers adviser to AHSS postdocs since 2011, leave us in Nov 2016 and our life science assistant Lynn Maguire who supported us since 2007, resign in August 2016. Thankfully we had strong candidate fields for both posts and our new careers adviser Diane Caldwell-Hird, and new assistant Heather Smith, have successfully completed their inductions and are already well integrated in the team. The post of Client Engagement & Information Services Manager is currently vacant and is being covered by Deputy Director, David Ainscough. Penny Hudson formally joined the information team in February 2017, having worked in the post for eighteen months on a temporary basis. We also welcomed Chloe Szebrat who was appointed as Assistant to Careers Adviser in March 2017.

The Director is serving as the University's Senior Proctor during the 2016 – 17 academic year, requiring regular, planned absences from the Service. All staff have supported him by willingly taking on additional responsibilities and duties, as and when required. Undertaking this role has proved beneficial by helping to raise the profile of the Service amongst Senior figures across the University. For next academic year, the Director becomes the University's Deputy Senior Proctor, with much less demands on his time.

The Careers Service continues to have a working relationship with the Massachusetts Institute of Technology. This year, Dr Joy Warde spent a week at MIT learning best practice and advising Cambridge students during their placement there.

FUTURE PLANS AND OBJECTIVES

Our ambitions over the coming few years can be covered under four main headings:-

1 'Local' issues for the Careers Service

- As covered on page 12 in this report, the Service continues to work towards the move into our new building, introducing new ways of working, using technology and fine-tuning our service to fit the constraints of the new premises.
- Keeping our 'knowledge pool' up to date is always an important requirement of Careers Advisers, Information and Events staff. Staff exchanges, employer visits, conferences and many meetings (informal and formal) with employers will help ensure we keep pace with new employment opportunities.
- Our duty to serve our International students/researchers has only grown in the light of Brexit and threatened tighter controls being imposed by the UK Border Agency. Last year we added another overseas Careers Fair in Singapore, to our three long-standing events in Shanghai, Hong Kong and Beijing. The Singapore event was the first of its kind – being run jointly by the Careers Service and Singapore alumni Society – this low cost, low effort, event could be rolled out easily in other countries. The Careers Service is working with CUDAR to expand these events.
- We need to review our internal staffing structures and reporting lines – the Director of the Service currently has twenty reporting staff – which could be perceived as unsustainable.
- Our work with recent alumni will need to embrace changes in the DLHE survey, where those fifteen months (instead of six months) after graduation are to be surveyed. More support for the 'still-seeking' graduate will need to be offered after they graduate.
- We are conscious of our duty to work within cost constraints and any savings exercise imposed by the University. Currently our finances are sound, we break close to even each year on a turnover now in excess of £2.1m p.a. Our contribution of £400k reserves over a three-year period to the centre, if maintained at this level is sustainable. A proportion of our remaining reserves has been ring-fenced for those costs associated with the move to the new building. Any available surplus funds would continue to be allocated to our core activity – one-on-one careers consultations – where finite resources try to cater for infinite demand.
- The governance structure of the Careers Service Syndicate appears to be working well: the Service is succeeding on all known measures

whilst not making any new demands on Chest funding. Our Syndicate with its College, Departmental and Employer representation maintains adequate oversight on the strategy, staffing and direction of the Service, whilst allowing ample freedom for the Director and team to think creatively and act quickly when facing each new challenge.

2 **Issues the Careers Service can cater/adjust/modify for:-**

- Employers are introducing new ways to attract and select graduates and the Service must keep pace in order to help inform and prepare our students. As new selection methods are introduced, for example, asynchronous video interviews, Skype, 'gamification', our team of student-facing staff hone their skills and knowledge of these new techniques to help inform our students
- New ways of working are appearing – for example, the 'Uber' model - with very unconventional ways of being employed and earning an income. The Service will continue to keep pace with these new ways of working, as it has always done, to ensure students are made aware of these opportunities and pitfalls.
- The employment landscape is never static – new career sectors are regularly appearing. A good example is Data Science. Careers advisers working in the related IT sectors recognized the growth of graduate-level opportunities in this area. We introduced a new careers event specifically on Data Science and introduced a new sector on our vacancy listings.
- Student Societies have worked side-by-side with the Careers Service for many years, complementing the work we do and providing students with a greater range of opportunities to meet and network with employers. The Service will continue to offer advice and support to those societies offering a complementary service.
- Many Colleges are now providing their students with additional support on careers related matters. See page 6 of this report. Our management data on student use of the Careers Service allows us to identify any Colleges where student use of the Service show signs of tailing-off. So far, College-related Careers support has had a positive effect on their students engaging with the Careers Service.
- New courses, especially one-year MPhils are regularly being introduced at Cambridge. The Board of Graduate Studies and the five-year planning submissions from the Schools inform us of these new courses in good time, allowing us to ensure adequate careers support is available for these students.

3 University-wide issues that go beyond the remit of the Careers Service:-

- The TEF requires students to be taught ‘transferrable work-readiness skills’ that businesses need, for example, ‘*collaborative teamwork*’ and a ‘*positive work ethic.*’ To introduce these ‘work-ready’ skills into all undergraduate tripos courses is clearly a decision of the Education Committee and higher authorities. The Careers Service, if asked to play a role, and given adequate resources, can contribute to this activity and could call on the support of visiting employers to host some sessions

4 Those issues over which we have no control and, at best, can only mitigate against:-

- The UK Border Agency’s future stance in the lead-up to and following Brexit, on allowing international, including European graduates/researchers to study, research, work, arrive or - for Cambridge graduates - remain in the U.K. will alter the range of opportunities open to students and we will need to accommodate these changes by offering further support.
- Funding arrangements for European students following Brexit, to study in the UK and at Cambridge are likely to alter and the Service must identify any new sources of funding and promote these to students
- The consequences of any economic slump or slow-down post Brexit and the rapid reduction in graduate-level opportunities in certain sectors – e.g. Investment Banking - and the Service must ensure all available graduate-level opportunities are sought to compensate for any sector’s downturn
- Student ambitions (especially here at Cambridge) – are shifting towards aspirations that are unobtainable (or very hard to achieve) – for example, careers in the not-for-profit sectors or in publishing that are based in London and are intellectually challenging and benefit society and are well-paid. The Service will continue to help students to develop strategies that are based on awareness of reality constraints but that also harness their enthusiasm and ambition.

Destination of Cambridge Graduates 2017

| | First Degree | | | | | MPhil | | | | PhD | | | | Total | | | | |
|----------------------------------------------|--------------|-------------|----------|-------------|---------------|------------|------------|-------------|---------------|------------|------------|-------------|---------------|-------------|-------------|----------|-------------|---------------|
| | Fem | Male | Blank | Total | % | Fem | Male | Total | % | Fem | Male | Total | % | Fem | Male | Blank | Total | % |
| Total graduating Aug 2015 - July 2016 | 1506 | 1715 | 2 | 3223 | | 701 | 790 | 1491 | | 461 | 625 | 1086 | | 2668 | 3130 | 2 | 5800 | |
| Total not replying to enquiries | 254 | 282 | 0 | 536 | 16.63% | 223 | 246 | 469 | 31.46% | 121 | 182 | 303 | 27.90% | 598 | 710 | 0 | 1308 | 22.55% |
| Total of known destinations | 1252 | 1433 | 2 | 2687 | 83.37% | 478 | 544 | 1022 | 68.54% | 340 | 443 | 783 | 72.10% | 2070 | 2420 | 2 | 4492 | 77.45% |
| These graduates went into | Fem | Male | Blank | Total | % | Fem | Male | Total | % | Fem | Male | Total | % | Fem | Male | Blank | Total | % |
| Permanent Employment | 529 | 657 | 2 | 1188 | 44.21% | 210 | 265 | 475 | 46.48% | 266 | 381 | 647 | 82.63% | 1005 | 1303 | 2 | 2310 | 51.42% |
| Temporary Employment | 161 | 138 | 0 | 299 | 11.13% | 53 | 44 | 97 | 9.49% | 34 | 27 | 61 | 7.79% | 248 | 209 | 0 | 457 | 10.17% |
| Voluntary / unpaid work | 21 | 12 | 0 | 33 | 1.23% | 8 | 2 | 10 | 0.98% | 2 | 0 | 2 | 0.26% | 31 | 14 | 0 | 45 | 1.00% |
| Total in Employment | 711 | 807 | 2 | 1520 | 56.57% | 271 | 311 | 582 | 56.95% | 302 | 408 | 710 | 90.68% | 1284 | 1526 | 2 | 2812 | 62.60% |
| Study for further degree by research | 122 | 229 | 0 | 351 | 13.06% | 160 | 148 | 308 | 30.14% | 2 | 3 | 5 | 0.64% | 284 | 380 | 0 | 664 | 14.78% |
| Study for further degree by taught course | 187 | 156 | 0 | 343 | 12.77% | 9 | 24 | 33 | 3.23% | 3 | 6 | 9 | 1.15% | 199 | 186 | 0 | 385 | 8.57% |
| Further study (legal training) | 65 | 51 | 0 | 116 | 4.32% | 2 | 5 | 7 | 0.68% | 1 | 2 | 3 | 0.38% | 68 | 58 | 0 | 126 | 2.80% |
| Further study (teacher training) | 20 | 15 | 0 | 35 | 1.30% | 0 | 0 | 0 | 0.00% | 0 | 0 | 0 | 0.00% | 20 | 15 | 0 | 35 | 0.78% |
| Other further study (cert and diploma) | 18 | 17 | 0 | 35 | 1.30% | 6 | 6 | 12 | 1.17% | 1 | 1 | 2 | 0.26% | 25 | 24 | 0 | 49 | 1.09% |
| Independent study | 6 | 5 | 0 | 11 | 0.41% | 2 | 1 | 3 | 0.29% | 1 | 7 | 8 | 1.02% | 9 | 13 | 0 | 22 | 0.49% |
| Total entering further study | 418 | 473 | 0 | 891 | 33.16% | 179 | 184 | 363 | 35.52% | 8 | 19 | 27 | 3.45% | 605 | 676 | 0 | 1281 | 28.52% |
| Travel and unavailable for work or study | 86 | 93 | 0 | 179 | 6.66% | 13 | 26 | 39 | 3.82% | 17 | 9 | 26 | 3.32% | 116 | 128 | 0 | 244 | 5.43% |
| Still seeking employment or study | 37 | 60 | 0 | 97 | 3.61% | 15 | 23 | 38 | 3.72% | 13 | 7 | 20 | 2.55% | 65 | 90 | 0 | 155 | 3.45% |

Employment categories

2016

Accountancy and Tax
 Actuarial and Insurance
 Arts and recreation
 Banking and Investment
 Communications Business
 Engineering and architectural consultancy
 Health
 IT sector
 Legal sector
 Management Consultancy
 Manufacturing industry, utilities, power:
 business
 Manufacturing industry, utilities, power:
 technical
 Other sectors
 Other service industries
 Public Service
 Publishing and media
 Research - science
 Research - social science
 Social, community and charity
 Teaching
TOTAL

| Number | % total employed |
|-------------|------------------|
| 29 | 2.4 |
| 13 | 1.1 |
| 42 | 3.4 |
| 113 | 9.3 |
| 37 | 3.0 |
| 59 | 4.8 |
| 178 | 14.6 |
| 97 | 7.9 |
| 16 | 1.3 |
| 74 | 6.1 |
| 29 | 2.4 |
| 77 | 6.3 |
| 182 | 14.9 |
| 57 | 4.7 |
| 54 | 4.4 |
| 32 | 2.6 |
| 31 | 2.5 |
| 2 | 0.2 |
| 23 | 1.9 |
| 76 | 6.2 |
| 1221 | 100.0 |

| Number | % total employed |
|------------|------------------|
| 6 | 1.2 |
| 3 | 0.6 |
| 10 | 2.1 |
| 57 | 11.8 |
| 11 | 2.3 |
| 25 | 5.2 |
| 18 | 3.7 |
| 25 | 5.2 |
| 5 | 1.0 |
| 62 | 12.8 |
| 14 | 2.9 |
| 19 | 3.9 |
| 74 | 15.3 |
| 18 | 3.7 |
| 43 | 8.9 |
| 14 | 2.9 |
| 16 | 3.3 |
| 7 | 1.4 |
| 17 | 3.5 |
| 41 | 8.5 |
| 485 | 100.0 |

| Number | % total employed |
|------------|------------------|
| 1 | 0.2 |
| 1 | 0.2 |
| 6 | 0.9 |
| 21 | 3.2 |
| 4 | 0.6 |
| 11 | 1.7 |
| 25 | 3.9 |
| 41 | 6.3 |
| 1 | 0.2 |
| 31 | 4.8 |
| 11 | 1.7 |
| 30 | 4.6 |
| 42 | 6.5 |
| 4 | 0.6 |
| 17 | 2.6 |
| 15 | 2.3 |
| 237 | 36.5 |
| 63 | 9.7 |
| 15 | 2.3 |
| 73 | 11.2 |
| 649 | 100.0 |

| Number | % total employed |
|--------|------------------|
| 36 | 1.5 |
| 17 | 0.7 |
| 58 | 2.5 |
| 191 | 8.1 |
| 52 | 2.2 |
| 95 | 4.0 |
| 221 | 9.4 |
| 163 | 6.9 |
| 22 | 0.9 |
| 167 | 7.1 |
| 54 | 2.3 |
| 126 | 5.4 |
| 298 | 12.7 |
| 79 | 3.4 |
| 114 | 4.8 |
| 61 | 2.6 |
| 284 | 12.1 |
| 72 | 3.1 |
| 55 | 2.3 |
| 190 | 8.1 |
| 2355 | 100.0 |
| 0 | |

of whom in unpaid / voluntary work

Those in temporary employment

TOTAL EMPLOYED

299

1520

97

582

61

710

457

2812

Appendix 1

Members of the Careers Service Supporters' Club (at April 2017)

| | | |
|-------------------------------------------|----------------------------------------------------------------|-----------------------------------------|
| Accenture | FDM Group | Optiver Holding BV |
| Alfa | Fidelity International | Orrick, Herrington & Sutcliffe (London) |
| Allen & Overy LLP | Freshfields Bruckhaus Deringer | Parthenon |
| Analysys Mason | Gibson Dunn | Paul Hastings (Europe) LLP |
| Ashurst LLP | GIC Private Ltd | Pinsent Masons LLP |
| AstraZeneca Ltd | GlaxoSmithKline | Procter & Gamble |
| BAE Systems Applied Intelligence | Goldman Sachs International | PwC |
| Baillie Gifford | G's Fresh Ltd | PwC (Consulting) |
| Bain & Company Inc | GSA Capital Partners LLP | PwC Legal LLP |
| Bain Capital Credit | Herbert Smith Freehills | Redgate Software |
| Baker McKenzie | Hogan Lovells International | Roland Berger Ltd |
| Bank of America Merrill Lynch | Holidaysplease Ltd | Rolls-Royce plc |
| Barclays Banking | Holman Fenwick Willan LLP | Rothschild & Co |
| Barclays UK and Corporate Banking | HSBC Global Businesses Integration Management Consulting | Royal Bank of Canada |
| Berwin Leighton Paisner LLP | J.P. Morgan | Royal Bank of Scotland |
| Bloomberg | Jane Street | Schroders Investment Management Ltd |
| BP plc | John Swire & Sons Ltd | Severn Trent Plc |
| BP plc (Integrated Supply and Trading) | Johnson Matthey | Shearman & Sterling LLP |
| Bristows LLP | Jones Day | Shell |
| Capital One | Kirkland & Ellis International | Sidley Austin LLP |
| Centrica plc | KPMG | Simmons & Simmons LLP |
| Citi | Kraft Heinz | Slaughter and May |
| Cleary Gottlieb Steen & Hamilton LLP | L.E.K. Consulting LLP | Sparx Ltd |
| Clifford Chance | Lazard | Stephenson Harwood |
| Clyde & Co | Linklaters LLP | Strategy& |
| CMS | London Stock Exchange Group | Sullivan & Cromwell |
| Cooley (UK) LLP | Macfarlanes LLP | Taylor Wessing |
| Covington LLP | Marakon | Teach First |
| Credit Suisse AG | Mayer Brown International LLP | Tessella Ltd |
| Credo | McKinsey & Company | The Boston Consulting Group |
| Davis Polk & Wardwell London LLP | Metaswitch Networks | TPP (The Phoenix Partnership) |
| Deloitte | Milbank, Tweed, Hadley & McCloy | Travers Smith LLP |
| Dentons UKMEA LLP | Morgan Stanley & Co International plc | UBS |
| Deutsche Bank | Nomura | Unilever |
| DLA Piper | Norton Rose Fulbright LLP | Weil, Gotshal & Manges (London) LLP |
| Eden McCallum LLP | OC&C Strategy Consultants | White & Case |
| EY | Oliver Wyman | Winton Capital Management |
| Farrer & Co | | Withers LLP |
| | | ZS Associates |

Appendix 2

Careers Service Syndicate Membership (at April 2017)

Chairman

Mr Stuart Laing, Master, Corpus Christi College +

Retire:

Appointed by Council (serve from 1 January for four years)

| | |
|---------------------------------------------------------------------------------------------|------|
| Dr Deborah Longbottom, Head of Graduate Education, Department of Chemistry | 2020 |
| Dr Allegra Hadida, University Senior Lecturer in Strategy at JBS; Fellow, Magdalene College | 2020 |
| Professor Melinda Duer, Dean of Robinson College + | 2019 |
| Mr Thomas Ridgman, Fellow, Wolfson College | 2018 |

College Representatives (serve from 1 January for three years)

| | |
|------------------------------------------------------------------|------|
| Mr Tim Harvey-Samuel, Bursar & Fellow, Corpus Christi College | 2017 |
| Dr Sue Jackson, Fellow, Lucy Cavendish College + | 2017 |
| Dr Bill Broadhurst, Fellow, Emmanuel College | 2017 |
| Dr David Secher, Senior Bursar, Gonville & Caius College + | 2018 |
| Dr Matthew Jones, Deputy Dean, Darwin College | 2018 |
| Dr Helen Bettinson, Fitzwilliam College | 2018 |
| Dr Stuart Davis, Admissions Tutor, Girton College | 2018 |
| Dr Rob Wallach, Director of Postdoctoral Affairs, King's College | 2019 |
| Dr Hilary Burton, Director, PHG Foundation; Hughes Hall + | 2019 |
| Dr Jeremy Green, Fellow, Jesus College | 2019 |
| Dr John Munns, Admissions Tutor, Magdalene College + | 2019 |

Student Members (Serve from July for one year)

| | |
|------------------------------------------|------|
| Mr Chad Allen, President, Graduate Union | 2016 |
| Ms Priscilla Mensah, President, CUSU | 2016 |

Co-opted Members (serve from 1 October for four years)

| | |
|--------------------------------------------------------------------------------------------|------|
| Ms Beth Callan, Global HR Manager, Shell International | 2017 |
| Ms Christina Kerr, Recruitment Team, Barclays | 2017 |
| Professor Tony Watts OBE, St Catherine's College, Cambridge | 2018 |
| Dr Bob Gilworth, The Careers Group, London | 2018 |
| Ms Beverley Dixon, Graduate Recruitment Manager, J.B.Shropshire | 2018 |
| Dr Jane Dancer, Chief Business Officer, F-star | 2019 |
| Mr Darren McKerrecher, Associate Director Medicinal Chemistry, AstraZeneca | 2019 |
| Ms Victoria Higgins, Director, Cambridge Partnership, GSK | 2019 |
| Ms Martha Jeacle, Legal Recruiting & Associate Development Manager, Davis, Polk & Wardwell | 2019 |
| Ms Kate Croucher, University Relationship Manager, FDM | 2019 |

Permanent Co-opted member (from Feb 2011)

Ms Alice Benton, Head of Educational and Student Policy +

Postdoctoral Schools representative Co-opted member (from Jan 2014)

Mrs Isobel Humphrey, Secretary to the Researcher Development Committee, School of Humanities and Social Sciences

Appointments Committee members

Professor Richard Prager (Chair)
Mr Stuart Laing (Chairman of Syndicate) +
Mr Gordon Chesterman (Secretary of Syndicate) +
Dr Sue Jackson (appointed by Syndicate)
Dr David Secher (appointed by Syndicate) +
Dr Deborah Longbottom (appointed by Council)

+ members of the Careers Service Executive Committee

Appendix 3
Staff of the Careers Service (at April 2017)

* Part-time

| | |
|-----------------------------------------|----------------------|
| Director | Gordon Chesterman |
| Deputy Director | David Ainscough |
| Careers Advisers | Catherine Alexander |
| | Mary Blackman* |
| | Diane Caldwell-Hird* |
| | Madelaine Chapman* |
| | Krista Cooper* |
| | Anne Forde* |
| | Susan Gatell |
| | Katie Heath* |
| | Frances Meegan |
| | Amanda Norman |
| | Liz Simmonds* |
| | Sally Todd |
| | Joy Warde |
| Information Services Manager | Vacant post |
| Departmental Administrator | Claire Collet* |
| Project Officer | Cathy Marsden* |
| Computer Officers | Richard Sparkes* |
| | Chris Moore |
| | Laura Blenkinsop |
| Online Communications Assistant | Lisa Hodgson |
| Events Manager | Pat Corteen |
| Events Assistant | Pippa Ellis* |
| Events Assistant | Roxy Beer* |
| Information Staff | Lisa Bates* |
| | Kathy Moon |
| | Lily Serubula* |
| | Ellis Weinberger |
| Accounts Assistant | Mark Warner |
| Assistants to Careers Advisers | Jane Ansell* |
| | Sally Cox |
| | Ros Fella |
| | Natasha Forster* |
| | Maggie Hart* |
| | Naomi Hilton |
| | Louise Maddison* |
| | Heather Smith* |
| | Chloe Szebrat* |
| | Jenni Thorley |
| | Liz Wright* |
| | Tina Goode* |
| Assistant to Departmental Administrator | Tony Clarke* |
| Technical Service Co-ordinator | Simon Denston |
| Custodian | |

All staff can be contacted by email: FirstSurname@careers.cam.ac.uk
eg: GordonChesterman@careers.cam.ac.uk
Biographies of our Careers Advisers can be seen on our website.